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Mr. Rodriguez said objective #3 was left out in error. It refers to developing a program performance evaluation system for on-going programs. The Curriculum Committee would be the accountable body for carrying out this objective. Objective #3 will be included in the next status report.

25X1 4. Mr. Rodriguez said OTR hasn't done much toward meeting objective #4 (developing a training cost model). He said he has received some help from the [ ] faculty. He further stated, "We don't know how much our OTR courses cost." This is an important objective. So far no one in OTR has been identified to tackle this objective. Mr. Brownman asked when someone would be identified and Mr. Rodriguez answered that he hoped he would have someone identified soon -- he said he plans to have milestone #2 (test cost model) completed by the 1 November 1973 deadline.

5. Mr. Brownman asked about the missing 5th objective. Mr. Rodriguez said this is one of the OTR objectives that he will be monitoring as an internal objective (i.e., not reporting on to DD/M&S each two months). The objective deals with the NOC program. It calls for an examination of Agency policies and doctrines on NOC while expanding the plans to increase the scope and intensity of training required to support the Agency's NOC activities expected to be operative in FY 1975. Mr. Rodriguez says there hasn't been much input from the DDO re NOCs. Mr. Brownman asked, "Why can't you put pressure on the DDO?" Mr. Rodriguez answered, "We've been pushing, but I've told my people to quit pressuring the DDO." Nobody has been coming in for NOC training yet. Mr. Rodriguez said OTR is going to write a syllabus on NOC.

6. Mr. Rodriguez said OTR is meeting the milestones for the 6th objective. He said this is not a very challenging objective to the DD/M&S.

7. Objective #8 deals with developing training profiles and development of a computer based information system to help OTR plan adjustments to curriculum and staffing to meet Agency training needs identified through the training profiles. Mr. Rodriguez said OTR has to work with the Deputies to get the first part of this objective on its way. He said the DD/M&S and the DDO have pretty much defined their training profiles. The DDI and DD/S&T haven't done anything yet. Mr. Brownman asked, "Is the 31 October 1973 milestone not valid?" Mr. Rodriguez said, "No, we'll meet the 31 October 1973 milestone." It is the 30 June 1974 milestone that is real trouble. OTR can't find people in the Directorates who have the expertise needed to identify needs at the individual employee level.

8. Mr. Rodriguez suggested that objectives 10 and 11 should be treated as internal OTR objectives to be monitored by DTR on a regular basis and not reported on to DD/M&S every two months. Mr. Brownman OKed this.

9. The 12th OTR objective deals with determining the impact (i.e., effectiveness, quality, efficiency) of OTR courses on the job performance of employees who have taken various courses. Mr. Brownman asked regarding the Staff and Agent and Liaison Training portion of the objective, why we didn't

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pick up the fact that this milestone was going to slip at the last meeting on 9 August. The problem analysis notes that both DDO and OTR reorganizations have caused the setback. OTR asks that milestone #2 be moved back to 31 December 1973 vice 31 July 1973 and milestone #3 to 1 November from 31 July 1973. Mr. Brownman approved the new milestone completion dates but cautioned that problems with milestones need to be surfaced earlier than they were on this occasion. Mr. Brownman asked about the missed milestone #1 on debriefing selected SOG (sic SOD) officers returned from the field re their BOC training. He understands the alternative taken as noted in the problem analysis sheet, but will the SOG officers be debriefed later? The objective dealing with an evaluation of the Fundamentals of Supervision and Management impact on job performance was discussed next. Mr. Brownman asked if the milestone scheduled for completion on 1 October 1973 had been met (pre-course questionnaires sent to supervisors of students)? Mr. Rodriguez answered, "I can't say; it probably has." Mr. Rodriguez expressed his concern about problems that may affect accomplishment of this objective for FSM. The objective as it relates to Training Selection Board sponsored external training courses was discussed. The first two milestones have been missed. Both were scheduled for completion on 30 September. The problem analysis stated that the problem rests with the Board of Visitors (BoV). The Chairman, TSB submitted a proposal to the BoV on 30 April 1973 and there has been no reply. Mr. Rodriguez suggested that the BoV meet more often. If he had a problem, he could ask them to meet. It was suggested that the BoV be contacted about Chairman, TSB's proposal or OTR select those TSB sponsored courses to be evaluated in FY 1974. [redacted] asked how objective #12 related to objective #3 -- are they the same? [redacted] observed that objective #12 serves as input to objective #3. Objective #12 concerns a certain evaluation technique trying to ascertain the value of specific courses.

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10. OTR's objective #15 is no longer applicable to OTR. The objective calls for a 20% increase by the end of FY 1975 over the FY 1973 base in the training of officers, GS-13 and above, in the new techniques of Agency records management. OTR's problem analysis noted that in August 1973 discussions were held between OTR and Chief, ISAS, concerning the Records Management training program. The program has been discontinued because the course instructor transferred to National Archives in June 1973. It was agreed in August that ISAS would reinstitute the program in early CY 1974, utilizing ISAS inhouse instructors with OTR lending administrative support to the program. It has now been decided that the program would resume during the week of 14 January 1974, with OTR providing space, Bulletin announcements, etc. It will in effect be a component training activity. Mr. Brownman agreed that the objective be dropped as an OTR responsibility and transferred to Chief, ISAS. OTR must furnish Chief, ISAS the FY 1973 base figure for the 20% increase figure to be meaningful.

11. Mr. Rodriguez felt objective #16 should be internal to OTR and this was agreed. Mr. Rodriguez said he is getting a new objective from [redacted] as a substitute for objective #16. His plan is to revise all Operations training. This plan includes: a new short Ops Fam Course; a BOC of only 8-10 weeks vs. 16 weeks at present; a possible cut [redacted] staff personnel by one half in three years; handling larger groups of students per instructor; more use of case studies; and a new Advanced Ops Course centering on strategic, political and economic intentions of foreign leaderships and nations.

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12. Objective #17 would become an internal objective monitored by DTR. Mr. Brownman agreed. Objectives #20 and #21 seem to be progressing well.

13. Mr. Rodriguez discussed his four proposed new objectives. He said he would send the four plus the new one from [ ] to Mr. Brownman for his review in two weeks. Mr. Brownman said detailed action plans are to accompany the objectives.

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14. Mr. Rodriguez presented Mr. Brownman a chart showing some statistical data on the new off-campus program. There are 247 people enrolled in 280 courses. 180 people are under 35. Grade spread is GS-03 to GS-16. 127 females and 120 males are enrolled. Mr. Brownman said the data would be more meaningful if the percentages of each grade group enrolled was given in relation to percentage of that grade group to the total Agency population.

15. The coordination problems re the [ ] headquarters notices in the correspondence courses are kind of a disgrace said Mr. Rodriguez. Mr. Brownman asked if the notices were sent out for coordination serially or in parallel. [ ] said notices of this type are usually sent out in parallel with a deadline. Mr. Brownman asked [ ] to set up a tickler file on papers like this sent out for coordination to ensure deadlines are met.

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16. Mr. Rodriguez said the self-study program equipment began to be installed in Headquarters on 25 September. About 20 Offices are in line to receive the John Humble "MBO" film series. Mr. Brownman asked if there is any way provided now to count the number of cassettes run on the equipment. Such a counter would be a means to evaluate usage of the equipment. If it's not being used we can get rid of it. Mr. Rodriguez agreed that a counter mechanism would not be a bad idea.

17. The subject of training for contract wives was discussed. Mr. Brownman said he has in mind some refresher clerical/secretarial training for wives who accompany their husbands overseas. Mr. Rodriguez said OTR could handle this. He said, "If you would like I can make this known to the DDO." Mr. Brownman suggested letting Division Chiefs and [ ] know about such a program. [ ] suggested M&S officers' wives who are going overseas with their husbands should be included in the program.

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18. Orientation for NOC's. Mr. Rodriguez said he would do it when DDO is in better shape to bring NOC officers together. Mr. Rodriguez said he could show films, such as "Risk of Capture", for NOC officers. Mr. Brownman said what he has in mind is bringing a new NOC in for three to five days to let him meet and be with other people who have been overseas as NOC officers. There should be a NOC presentation to officers at the BOC.

19. Mr. Rodriguez mentioned that DoD was going to hold a conference soon at [ ] Another group (Sollenburger at FSI) has asked to use [ ] For a conference. FSI doesn't like [ ] rules which don't allow short

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term students to go off base. Mr. Brownman said he has Larry Houston looking into the possibility of the Agency requiring outside students from other intelligence community members to sign a Secrecy Agreement when they attend

[redacted]

20. Mr. Brownman asked Mr. Rodriguez if he had established internal objectives with his School Chiefs (i.e., other internal objectives). Mr. Rodriguez said none other than the ones so identified as not worth reporting to the DD/M&S on a bimonthly basis. He went on to say that he has not been meeting with his line managers and staff on objectives. He closed by saying he wants to start meeting with them every two weeks. Mr. Rodriguez suggested that Mr. Brownman visit such a session soon at OTR.

21. Several items on the Agenda were not discussed and are reserved for the next conference.

[redacted]

DD/M&S Plans Staff

cc: Director of Training ✓  
OPPBB/[redacted]

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